



WASHINGTON MILITARY DEPARTMENT STRATEGIC PLAN 2017-2019



~ SAFEGUARDING LIVES AND PROPERTY IN WASHINGTON STATE ~





MESSAGE FROM LEADERSHIP

Dear reader,

Since our inception, the Washington Military Department has been committed to our mission of protecting lives, property and the economy of Washington state. It's an enormous responsibility – and one we don't take lightly.

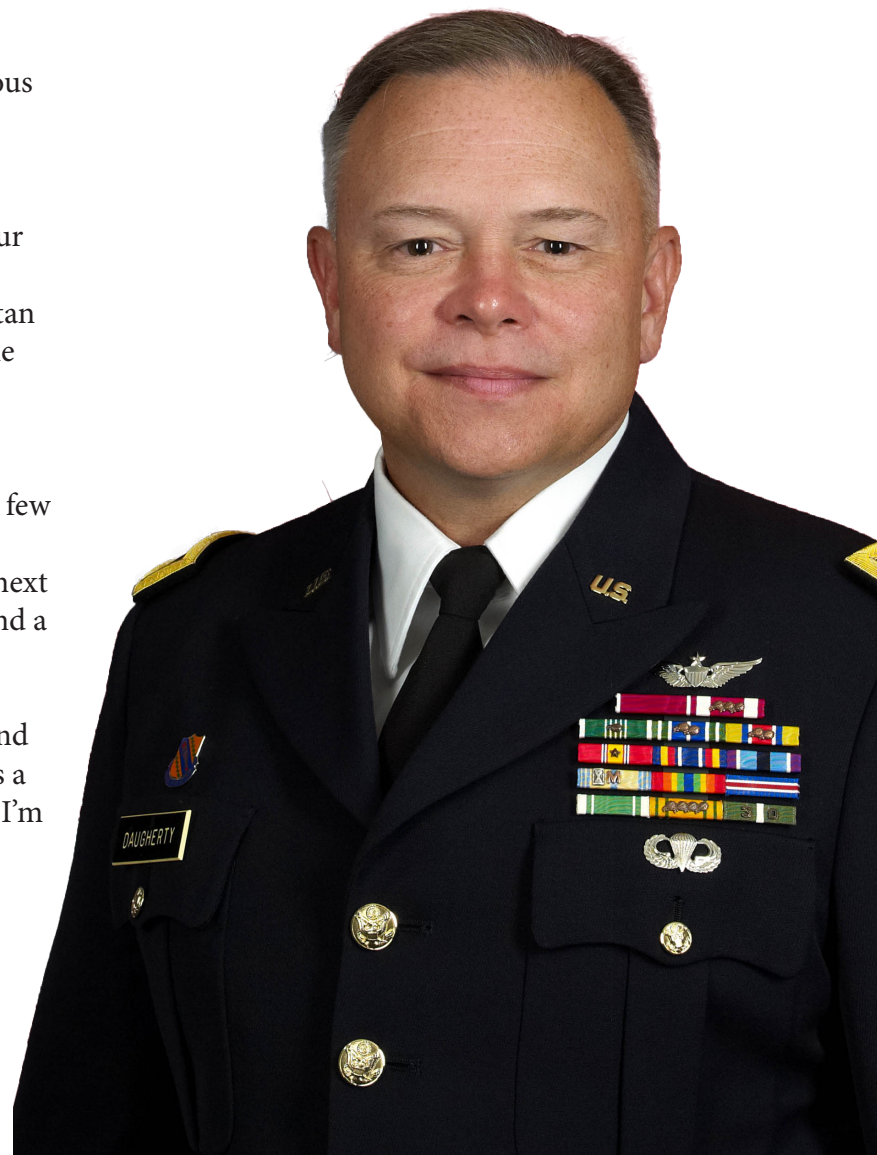
Our abilities and resolve have been tested in recent years. A massive landslide and two record-breaking wildfire seasons required around-the-clock responses, and highlighted our incredible strengths and capabilities. With that said, we identified areas with room to improve. And the tragic death of one of our soldiers who was killed in action in Afghanistan reminded us that the world is still unstable, and there's more work to be done to ensure the safety and security of our family, friends and neighbors.

Through a combined effort that involved every division of the Washington Military Department, we've identified six priority areas that our agency will focus on over the next few years: Enhanced preparedness; Overseas training; Communications and outreach; Modernization; Efficiency and effectiveness; and Youth development and education. The next several pages further explain our strategic goals, the methods we'll use to achieve them, and a timeline in which we'll hold ourselves accountable.

This document is full of demanding action items. To be successful will require the work and commitment of each and every employee across the Washington Military Department. As a team – we've conquered demanding challenges before. With everyone's help and support, I'm confident we'll be successful again.

Sincerely,

MG Bret Daugherty



VISION

UNIFIED TEAM

Emergency management, military forces and educators trained and equipped to improve our communities, create a disaster ready and resilient Washington state, and enhance global operations.

MISSION

Provide trained and ready professionals and operational forces to fight America's wars, respond to emergencies and disasters here at home, and build partnerships that improve communities and transform the lives of at-risk youth.

VALUES

PUBLIC SERVICE - DUTY,
COLLABORATION, EXCELLENCE, LOYALTY,
RESPECT, HONOR, INTEGRITY, PERSONAL
COURAGE
AND *ESPRIT DE CORPS*.

AUTHORITY

Washington's organized militia is authorized under the provisions of the U.S. constitution; the state constitution, Article X; United States Code Title 32; and Revised Code of Washington Title 38. Washington's emergency management program is authorized under RCW 38.52. RCW 28a-150-310 provides Washington Youth Academy funding authority.

2017-2019

Washington Military Department

Strategic Plan



STRATEGIC GOALS

1. **Enhanced Preparedness:** Unified department that works together efficiently and effectively to plan, train, exercise and execute missions that achieve domestic response, readiness, mitigation and recovery for Washington state emergencies/disasters.
2. **Overseas Training:** Focused training, coordination and engagement to expand Washington National Guard presence and opportunities in overseas areas of operations.
3. **Outreach:** Engagement with our communities, policy-makers, media and partners to enhance support, resourcing and team-work with the Washington Military Department
4. **Modernization:** Relevant modern changes in missions, organizational structure, equipment and facilities that support the Washington Military Department's continuing service to our state, nation, and overseas missions.
5. **Efficiency and Effectiveness:** Fostering a lean culture that drives accountability and results within the Washington military department.
6. **Youth Development and Education:** Grow the Washington state NG youth challenge program to provide increased capacity for at-risk youth intervention and education credit recovery assistance to producing program graduates who have the values, skills, education and self-discipline necessary to succeed as an adult.

Strategic Objectives 2017-2019

Enhanced Preparedness	<ul style="list-style-type: none"> • Preparedness for a Cascadia Subduction Zone (CSZ) event • Cybersecurity emergency management capability • Washington residents/disaster preparedness • Statewide emergency response/recovery training & exercises • Integrated catastrophic response plan • Effective state preparedness cycle • Mutual Aid process for catastrophic incident response • Washington Recovery Framework strategy • Natural hazards risk assessment & collaborative mitigation strategies • Continuity of Operations planning • State leadership/cabinet emergency communications • Wildfire response trained soldiers/airmen • Recruiting and retention of military forces • Mission ready & resilient military forces • Joint Force Headquarters (JFHQ) integration – Army and Air National Guard • Geographic Task Forces & Emergency Operation Center integration • Reliable communications systems for emergency preparedness & response
Overseas Training	<ul style="list-style-type: none"> • Washington National Guard Pacific Command (PACOM) training opportunities • Washington National Guard inclusion in PACOM Battle Rhythm • Subject Matter Exchange increases for PACOM events • Acquire a second PACOM State Partnership Program country • Increase partnership with overseas Major Commands and Global Combatant Commands • Information systems support for the distance learning training and readiness of National Guard forces
Outreach	<ul style="list-style-type: none"> • Use of traditional and social media to inform • Community Outreach messaging • Internal employees communication with focus on understanding department missions/capabilities • Delivery of critical messaging during emergency response • Legislative outreach, education and tracking • Unity of effort to achieve federal Congressional priorities.

Strategic Objectives 2017-2019

Modernization	<ul style="list-style-type: none"> • Emergency Operations Center modernization to provide reliable, actionable communications to communities • Next Generation 911 modernization – procurement and primary Public Safety Answering Point (PSAP) upgrades • Geospatial 911 modernization • Facilities modernization to maximize longevity, minimize cost and meet mission needs • Expand the Washington Youth Academy • Stryker conversion • National Guard cybersecurity school house • Modernize the UH-60 fleet • Pursue emerging Air National Guard missions and platforms • Integrated WMD facility utilization and maintenance board • Transfer of WA ANG federal controlled real property to National Guard control • Modernization of IT services
Efficiency and Effectiveness	<ul style="list-style-type: none"> • Recruit, retain and maintain the agency workforce (federal and state employee) • Maintain a positive agency Equal Opportunity Climate • Diversity of the agency workforce (federal and state employee) • Reduce employee turnover • Timely recruitment of vacancies • Leadership development opportunities for employees • Management of Information Technology resources • Effectiveness of management budget reviews • Timely delivery and execution of agency contracts • State Active Duty payroll timeliness • Lean training for agency employees • Agency systems and process improvement through Lean project development • Strong agency internal controls with no material weaknesses • Accountability of resources, funds and equipment
Youth Development & Education	<ul style="list-style-type: none"> • Washington Youth Academy (WYA) cadet retention • WYA cadet “soft skills” curriculum development to maximize transition to post-residential life • WYA cadet 12th month placement rate

Objectives	Strategy	Performance Measure	Target	Lead
ENHANCED PREPAREDNESS				
Strategic Goal: Unified department that works together efficiently and effectively to plan, train, exercise and execute missions that achieve domestic response, readiness, mitigation and recovery for Washington state emergencies/disasters				
1.1 Increase the cybersecurity base of the statewide emergency management community.	1.1.1 Conduct quarterly response exercises with state agencies, local and/or private partners that include a cyber objective. 1.1.2 Identify, categorize and document cyber resource types. 1.1.3 Apply for federal cybersecurity grants to enhance community preparedness. 1.1.4 Identify and document key cybersecurity experts for each of the 16 Critical Infrastructure/Key Resource (CI/KR) sectors. 1.1.5 Conduct outreach, participate in outreach opportunities to promote statewide cyber emergency preparedness.	<ul style="list-style-type: none"> • # events, exercises/Qtr • % exercises with Cyber Thread • # of resource types published • % complete – cyber grant application • % complete – CI/KR experts list • # events 	<ul style="list-style-type: none"> • Quarterly • 100% (1 or more cyber objectives). • Tier 2 teams by Oct 2016 	EMD Cyber/Security Manager – EMD PrepUnit
1.2 Increase Washington disaster preparedness of residents.	1.2.1 Increase the capacity of local emergency management public outreach. 1.2.2 Promote state agency disaster preparedness efforts and activities. 1.2.3 Coordinate all hazard preparedness messaging. 1.2.4. Increase local jurisdictions and tribes capability to care for all residents in the first hours of disaster response - <i>Map Your Neighborhood-MYN</i> . 1.2.5 Support disaster education in statewide schools	<ul style="list-style-type: none"> • Produce annual report on disaster education needs. • # of disaster preparedness outreach activities. • # collaborative meetings w/state, local, and tribal jurisdictions. • # of MYN Train-the-Facilitator (TTF) trainings offered, • # of new MYN partners • # of jurisdictions requesting materials • # of students registered for Great Washington ShakeOut earthquake drill. 	<ul style="list-style-type: none"> • 1 annual report completed by Dec 31, 2016 • 6 outreach activities by Dec 31, 2016 • 6 stakeholder meetings by Dec 31, 2016 • 4 TTFs by Dec 31, 2016 • 6 new MYN partners by Dec 31, 2016 • 8 jurisdictions supported by Dec 31, 2016 • 600,000 students registered for ShakeOut by Oct 31, 2016 	EMD Exercise and Training (E&T) & Public Education

Objectives	Strategy	Performance Measure	Target	Lead	EMD
ENHANCED PREPAREDNESS					
Strategic Goal: Unified department that works together efficiently and effectively to plan, train, exercise and execute missions that achieve domestic response, readiness, mitigation and recovery for Washington state emergencies/disasters					
1.3 Improve emergency response and recovery capabilities by executing an integrated statewide training and exercise program.	1.3.1. Design and conduct State Emergency Operations Center (SEOC) training that is valued and supportable by agencies/divisions external to EMD and survey training effectiveness regularly. 1.3.2 Conduct statewide training that fills identified gaps in capabilities by using the Training and Exercise workshop results. 1.3.3 Meet contractual requirements and validate skills development from training activities through a comprehensive exercise program that closes the State Preparedness Report (SPR) identified gaps. 1.3.4 Conduct exercises to validate emergency planning. 1.3.5 Build local jurisdiction exercise capacity.	<ul style="list-style-type: none">• # SEOC training events/year• # statewide training events/year• # contractually directed exercises/year• # SEOC quarterly exercises/year	<ul style="list-style-type: none">• 12 SEOC training events/year by Dec 2016• 36 statewide training events/year by Dec 2016• Conduct 2 contractually directed & 4 SEOC exercises/year by Dec 2016	EMD – Plans Analysis & Logistics (PAL), E&T and Preparedness Grant Section (PGS)	
1.4 Increase state catastrophic emergency response with coordinated state and local plan development	1.4.1 Identify key stakeholders and survey needs. 1.4.2 Continue State Catastrophic Incident Planning Team forums for plan development and coordination. 1.4.3 Validate planning during exercises and make adjustments based on results.	<ul style="list-style-type: none">• % catastrophic base plan completed• # of catastrophic contingency options completed	<ul style="list-style-type: none">• 100% catastrophic base plan by Jul 1, 2017• 5 catastrophic contingency plans by Jul 1, 2017	EMD/PAL	
1.5 Increase the state preparedness system effectiveness through updating the Preparedness Cycle.	1.5.1 Develop a sample Local Jurisdiction Preparedness Report. 1.5.2 Develop a Preparedness Cycle concept that provides meaningful information for EMD planning and streamlines the process for local jurisdictions. 1.5.3 Update WAC 118-30 to include the Preparedness Cycle update.	<ul style="list-style-type: none">• % of WAC 118-30 update completed	<ul style="list-style-type: none">• 100% by Dec 1, 2016	EMD/PAL, E&T and PGS	
1.6.1 Increase Interstate Mutual Aid effectiveness with process improvement to better support Catastrophic Incident Response and requests for Federal Assistance.	1.6.1 Complete Emergency Management Assistance Compact (EMAC) Mission Ready Packages (MRPs) development to fill National Guard resource gaps. 1.6.2 Develop Resource Request Forms (RRFs) for other gaps identified in catastrophic planning and the Cascadia Rising (CR 16) exercise.	<ul style="list-style-type: none">• % National Guard resource gaps with completed MRPs	<ul style="list-style-type: none">• 100% NG resource gaps with completed MRPs by Jul 2017	EMD/PAL	

Objectives	Strategy	Performance Measure	Target	Lead	
ENHANCED PREPAREDNESS					
Strategic Goal: Unified department that works together efficiently and effectively to plan, train, exercise and execute missions that achieve domestic response, readiness, mitigation and recovery for Washington state emergencies/disasters					
1.7 Provide Local Emergency Planning Committees (LEPC) support to develop effective HazMat plans.	1.7.1 Provide on-site expertise, information and support to help LEPC develop HazMat Plans. 1.7.2 Provide assistance to LEPCs to incorporate training on HazMat plans into their continuous emergency preparedness planning cycle.	<ul style="list-style-type: none"> % of LEPC plans that meet Federal requirements. 	<ul style="list-style-type: none"> 100% (42) LEPC plans that meet federal requirements by Mar 2019 	EMD/PAL	EMD
1.8 Increase statewide public messaging to include Limited English Proficiency populations.	1.8.1 Develop a Limited English Proficiency (LEP) Program that provides comprehensive emergency communications in statewide communities. 1.8.2 Test and implement LEP emergency communications concepts in five pilot program counties (Okanogan, Chelan, Douglas, Kittitas, Yakima) to determine and eliminate barriers to comprehension.	<ul style="list-style-type: none"> % situational awareness assessment completed % LEP pilot developed & implemented % LEP program outreach materials translated for distribution 	<ul style="list-style-type: none"> 100% LEP needs situational awareness by Apr 2016 100% LEP pilot developed & implemented by Jul 2016 40% LEP outreach materials translated for distribution by Jun 2017 	EMD/Mitigation, Response & Recovery (MRR)	
1.9 Build an integrated statewide Washington Recovery Framework (WRF) recovery strategy.	1.9.1 Implement the WRF action plan to include socializing the framework concepts with state and local partners. 1.9.2 Complete the initial recovery planning process focusing on a communities based strategy approach. 1.9.3 Focus on accomplishing all recovery core capabilities with integrating socioeconomic demographic, accessibility and risk assessment in the planning process. 1.9.4 Coordinate recovery planning efforts across jurisdictional boundaries. 1.9.5 Brief and submit the WRF plan for state Governor approval.	<ul style="list-style-type: none"> % approval by governor - WRF Plan % implemented - Resilient WA Sub-Cabinet Work Plan 	<ul style="list-style-type: none"> 100% WRF plan approval by Aug 2016 	EMD/MRR	

Objectives	Strategy	Performance Measure	Target	Lead	EMD
ENHANCED PREPAREDNESS					
Strategic Goal: Unified department that works together efficiently and effectively to plan, train, exercise and execute missions that achieve domestic response, readiness, mitigation and recovery for Washington state emergencies/disasters					
1.10 Increase statewide natural hazards risk assessment awareness/comprehension to gain support for collaborative risk reduction mitigation strategies.	1.10.1 Determine opportunities for state and national collaboration to provide mitigation resources for state and local communities. 1.10.2 Expand public messaging on tsunami hazards to coastal communities and Puget Sound ports/harbors 1.10.3 Increase participation in local government preparedness events/working groups. 1.10.4 Develop Hazard Mitigation Grant application assistance materials to help local communities improve applications. 1.10.5 Develop Hazard Mitigation Grant application quality criteria. 1.10.6 Assist local jurisdictions with grant application technical editing. 1.10.7 Increase the percentage of counties with FEMA approved Hazard Mitigation Plans	<ul style="list-style-type: none"># Project Safe Haven vertical evacuation proposals% counties with FEMA approved Hazard Mitigation Plans	<ul style="list-style-type: none">(3) Project Safe Haven vertical evacuation planning proposals by Dec 201890% FEMA approved Hazard Mitigation Plans Dec 2018	EMD/MRR	
1.11 Increase the ability to provide continuous State Emergency Operations Center availability in a catastrophic emergency/disaster event.	1.11.1 Identify and secure alternate statewide State Emergency Operation Center/Joint Field Office (western, central and eastern) site locations by Jun 30, 2017, and site use agreements by Jun 30, 2018. 1.11.2 Determine alternate SEOC/JFO site physical infrastructure requirements with FEMA by Dec 31, 2016. 1.11.3 Assess alternate site physical security sufficiency and enhancements required by Dec 31, 2017.	<ul style="list-style-type: none"># of alternative SEOC/JFO sites identified# of SEOC/JFO sites feasibility requirements and enhancement needs completed# of alternate SEOC/JFO site use owner agreements completed	<ul style="list-style-type: none">3 sites identified by Jun 30, 20173 sites requirements and enhancement needs by Dec 30, 20173 site agreements by Jun 30, 2018	Response Section Manager/Logistics Program Manager	

Objectives	Strategy	Performance Measure	Target	Lead	
ENHANCED PREPAREDNESS					
Strategic Goal: Unified department that works together efficiently and effectively to plan, train, exercise and execute missions that achieve domestic response, readiness, mitigation and recovery for Washington state emergencies/disasters					
1.12 Increase the state government leadership emergency communications connectivity with satellite phone capability.	1.12.1 Implement an emergency satellite phone communications program for the Governor's Office and State Agency Directors/Commissioners by Dec 31, 2016. 1.12.2 Establish an Iridium network hand-held satellite phone master contract through the Department of Enterprise Services by Dec 31, 2016. 1.12.3 Develop and implement phone test procedures and schedule for state government leadership test conference calls by Dec 31, 2016. 1.12.4 Establish and maintain a state government leadership roster by Dec 31, 2016	<ul style="list-style-type: none"> % state government leadership identified and provided satellite phone procurement information. % state government leadership participation in satellite phone tests 	<ul style="list-style-type: none"> 100% identified and provided procurement information by Dec 2017 75% state government participation in satellite phone tests by Jun 30, 2017 	Response Section Manager/State Telephone Supervisor	EMD
1.13 Maintain 600 wildfire trained Washington National Guard members.	1.13.1 Maintain visibility on who has received wildfire training in order to strategically choose new training iterations. 1.13.2 Standardize the wildfire training program (when, where and how it will be conducted) to enhance the predictability of trained and ready forces for wildfire season.	<ul style="list-style-type: none"> # of NG wildfire trained/year 	<ul style="list-style-type: none"> 20 NG personnel trained by the 2016 wildfire season 	G3/MSCs	WAARNG
1.14 Increased readiness for a Cascadia Subduction Zone hazard emergency/disaster.	1.14.1 G3 tasking completion for unit required participation and resources for the Cascadia Rising exercise. 1.14.2 Implement After Action Review recommendations in order to capitalize on lessons learned. 1.14.3 Maintain contact with local, state and federal partners to enhance rapid communication in case of a CSZ disaster. 1.14.4 Conduct follow-up exercises in the coming years to keep CSZ readiness and response at the forefront for all stakeholders.	<ul style="list-style-type: none"> % of WAARNG HQ participation (mission command) per exercise 	<ul style="list-style-type: none"> 75% of WAARNG HQ participation by May 2016 	G3/MSCs	

Objectives	Strategy	Performance Measure	Target	Lead	
ENHANCED PREPAREDNESS					
Strategic Goal: Unified department that works together efficiently and effectively to plan, train, exercise and execute missions that achieve domestic response, readiness, mitigation and recovery for Washington state emergencies/disasters					
1.15. Increase the mission ready status of Washington National Guard members to provide timely response to state, federal and international events that effectively support assigned missions	1.15.1 Meet NGB goal of 85% duty Military Occupational Specialty Qualified (MOSQ) (Air & Army) by taking a proactive stance at the unit level to schedule school dates with members, secure course reservations and maintain a consistent training pipeline. Hold leaders accountable for Duty MOSQ stats. 1.15.2 Exceed NGB goal for medical readiness of 75% by holding annual Soldier Readiness Process (SRP) drill weekends. Educate members about using civilian doctor and dental visits to count for medical readiness requirements.	<ul style="list-style-type: none"> % mission ready forces/month (aggregate of medical and training readiness) 	<ul style="list-style-type: none"> 85% DMOSQ attained by 1 OCT 16 82% medical readiness by 1OCT 2016 	Commanders, A3, G3	WAANG & WAARNG
1.16 Increase mission ready status of equipment to provide timely response to state, federal and international events that effectively support assigned missions.	1.16.1 Maintain Army & Air standards on equipment by conducting prescribed Preventative Maintenance Checks & Services (PMCS). 1.16.2 Use inspection results to refine equipment accountability and accessibility.	<ul style="list-style-type: none"> % mission ready equipment/month 	<ul style="list-style-type: none"> 90% equipment readiness by 1 Mar 2016 	Commanders, A3, G3	
1.17 Increase recruiting and retention levels to achieve National Guard personnel target end-strength.	1.17.1 Increase retention by identifying and individually counseling members one year from their End of Time in Service date, and meet with them each drill weekend. 1.17.2 Give potentially leaving members a full picture of the options to move, re-classify, train and promote in addition to the range of benefits available to them.	<ul style="list-style-type: none"> % personnel end-strength accessed per quarter % personnel end-strength retention per quarter 	<ul style="list-style-type: none"> ANG ≥ 65 accessions/Qtr ≤ 40 losses/Qtr ARNG >300 accessions/Qtr <4.5% loss attrition/Qtr 	Commanders, A3, G3	

Objectives	Strategy	Performance Measure	Target	Lead
ENHANCED PREPAREDNESS				
Strategic Goal: Unified department that works together efficiently and effectively to plan, train, exercise and execute missions that achieve domestic response, readiness, mitigation and recovery for Washington state emergencies/disasters				
1.18 Increase effective JFHQ integration through participation in the appropriate state exercises and contingency operations in 2016.	1.18.1 Meet validated JFHQ augmentation requests for state contingencies and major state exercises. 1.18.2 Monthly coordination between Air (A)-Staff, Joint (J)-Staff, and Wing/Air Defense Group (ADG) personnel, 1.18.3 Complete AAR by Wing/ADG/A-Staff within 45 days of event completion.	<ul style="list-style-type: none"> • % of validated JFHQ augmentation requests satisfied/total requests • >= 1 monthly coordination between A&J Staffs • % AARs completed within 45 days/total AAR completions 	<ul style="list-style-type: none"> • 100% validated JFHQ participation requirements by 1 Jul 2016 • 12 coordination meetings in CY 16 by 1 Jan 2017 • 100% delivery of AARs within 45 days of event completion 	WA ANG A3 & A5
1.19 Sustain effective relationships with the Geographic Task Force (GTF) Emergency Operations Centers (EOCs) in 2016.	1.19.1 Conduct quarterly events between GTF and EOC through participation in Domestic Operations (DOMOPS) exercises and summits/crosstalk. 1.19.2 Regularly exercise and summits/crosstalk.	<ul style="list-style-type: none"> • >= 1 engagement between GTF and EOC/quarter • >= 1 large scale exercise with GTF and EOC participation 	<ul style="list-style-type: none"> • >= 1 engagement/quarter between GTF and EOC by 1 Mar 16 • >= 1 large scale exercise with GTF and EOC participation by 1 Mar 16 	GTFs
1.20 Increase WA ANG end strength to 100% through effective recruitment, retention and force management of diverse combat ready community-based Airmen.	1.20.1 Recruit all Washington State Air National Guard state vacancies. 1.20.2 Recruiting and Retention Managers (RRMs) will brief Wing (WG)/ADG Commanders (CCs) quarterly to review vacancies and losses. 1.20.3 Contact Airmen intending to separate at Expiration of Term of Service (ETS).	<ul style="list-style-type: none"> • % of state vacancies recruited/total vacancies • >=1 vacancy and loss briefing to CCs/quarter • % contact/total Airmen expressing intent to separate at ETS 	<ul style="list-style-type: none"> • 100% state vacancies recruited by 1 Dec 2016 • 100% end strength by 1 Dec 2016 • 100% contact with Airmen intending to separate by 1 Oct 2016 	Recruiting and Retention Managers

WAANG

Objectives	Strategy	Performance Measure	Target	Lead	
ENHANCED PREPAREDNESS					
Strategic Goal: Unified department that works together efficiently and effectively to plan, train, exercise and execute missions that achieve domestic response, readiness, mitigation and recovery for Washington state emergencies/disasters					
1.21 Sustain development of Airmen through effective education, training and feedback programs.	1.21.1 Maintain program to deliberately develop Airmen through professional development seminars. 1.21.2 Advertise opportunities to all WA ANG members offered by ANG such as Statutory Tours, Force Development Tours, and Leadership Seminars 1.21.3 Contact all members regarding Professional Military Education (PME) opportunities. 1.21.4 Leadership engagement and mentorship programs. 1.21.5 Select targeted individuals for training opportunities to include various levels of Incident Command System (ICS), National Incident Management System (NIMS) and other DOMOPS related development opportunities	<ul style="list-style-type: none"> • % of members contacted regarding Professional Development/total # of members • % of timely feedback accomplished/total members • # of members per WN/ADG selected for DOMOPS opportunities 	<ul style="list-style-type: none"> • 100% relevant contact regarding Professional Development opportunities by 1 Oct 2016 • 100% timely (IAW regulations/deadlines established by Air Force Reserve Personnel Center (ARPC)) • >= 2 members targeted for DOMOPS related development and education by 1 Oct 2016 	WG/ADG CCs and CCM/SELs	WAANG
1.22 Sustain development of resilient Airmen who are prepared mentally, physically, and spiritually by providing superior support programs for both Airmen and their families.	1.22.1 Identify two Airmen to serve as Master Resiliency Trainers (MRTs) by 1 Apr 2016. 1.22.2 Plan one hour training events for each Unit Training Assembly (UTA) utilizing cross-WG/ADG resource utilization. 1.22.3 Identify and advertise available resources (Joint Services Support, Military One Source, Director of Psychological Health (DPH)) by 1 Oct 16.	<ul style="list-style-type: none"> • # of fully trained MRTs/WG & ADG • # of 1-hour MRT training events/month • % of personnel contacted about available resources/total personnel 	<ul style="list-style-type: none"> • >= 2 fully trained MRTs per WG/ADG by 1 Apr 2016 • >= 1 x 1-hour MRG training event/month using resources from across the WA ANG by 1 Apr 2016 • 100% personnel contacted regarding available resources by 1 Oct 2015 	WG ADC CCs and CCM/SELs	

Objectives	Strategy	Performance Measure	Target	Lead	
ENHANCED PREPAREDNESS					
Strategic Goal: Unified department that works together efficiently and effectively to plan, train, exercise and execute missions that achieve domestic response, readiness, mitigation and recovery for Washington state emergencies/disasters					
1.23 Increase reliability and resiliency of communications systems.	1.23.1 Update and maintain the Information Technology (IT) requirements for all WMD Continuity of Operations (COOP), disaster recovery, and incident response plans at a rate of one every six months. 1.23.2 Publish and exercise SEOC Emergency Communications Plan that identifies and regularly tests all emergency communication systems used by WMD, SEOC, Governor, and key public safety officials and agencies. 1.23.3 Finalize fielding and regular testing of the WMD emergency communications vehicle.	<ul style="list-style-type: none"> # of completed IT Division plans/year # emergency communications exercises/year % of WMD emergency communications vehicle systems tested 	<ul style="list-style-type: none"> 2 IT plans/year by Dec 2017 2 emergency communications exercises/year by Dec 2017 100% WMD systems tested/year 	IT Division	IT DIV
1.24 Increase the preparedness of Emergency Support Function 2 (ESF 2) communications by improving planning, training and exercising.	1.24.1 Establish WA State ESF2 Working Group and facilitate quarterly meetings. 1.24.2 Establish and document response procedures and protocols. 1.24.3 As agency lead, ensure ESF 2 coordinating agency responsibilities are met or exceeded statewide. 1.24.4 Participate in cross-functional exercises and training events to test and refine ESF2 response. .	<ul style="list-style-type: none"> # of ESF2 work group meetings/year % of response procedures and protocols documented/total procedures % of ESF2 coordinating agency responsibilities met # of ESF2 training events and exercises/year 	<ul style="list-style-type: none"> 4 ESF work group meetings/year 100% response procedures and protocols documented by ESF2 work group by May 2018 100% of ESF2 coordinating agency responsibilities met by Dec 2017 4 ESF2 training events/year (1/quarter) 	IT Division	

Objectives	Strategy	Performance Measure	Target	Lead	
OVERSEAS TRAINING					
Strategic Goal: Focused training, coordination and engagement to expand Washington National Guard presence and opportunities in overseas areas of operation.					
2.1 Increase Washington NG training activities in the U.S Pacific Command (PACOM) Area of Operations (AOR).	2.1.1 Stronger representation at the annual U.S. Army Pacific (USARPAC) Training and Exercise Conference. 2.1.2 Incorporate formal Overseas Development Training (ODT) scheduling process in the Washington NG annual Army Training Management Cycle Conference. 2.1.3 Match demand for overseas development training opportunities with available funding to achieve total relevance within the Army.	<ul style="list-style-type: none"> # ODT training activities/year 	<ul style="list-style-type: none"> 50 training activities by FY17 	WAARNG G3	WAARNG
2.2 Increase our relationship with I Corps in PACOM engagements.	2.2.1 Host a coordination engagement with I Corps G3 Training and I Corps Total Force Directorate in 3d quarter FY 16. 2.2.2 Commit to participation in I Corps Total Force program and participate in their battle rhythm by delivering on requirements.	<ul style="list-style-type: none"> # of senior leader engagements 	<ul style="list-style-type: none"> Host the first engagement during Q3 of FY16 followed by quarterly senior leader engagements 	WAARNG G3	
2.3 Increase Subject Matter Expert (SME) tactical exchanges.	2.3.1 Utilize the State Partnership Program (SPP)/G3/MSCs to facilitate more SME opportunities.	<ul style="list-style-type: none"> % of SME tactical opportunities/fiscal year 	<ul style="list-style-type: none"> 10-20% increase by Sep 30, 2016 	SPP/G3/MSC	
2.4 Increase senior leader operational and strategic engagement in overseas training.	2.4.1 Involve more Washington Army National Guard senior leaders in ODTs and SPP trips.	<ul style="list-style-type: none"> % of senior leader involvement/fiscal year 	<ul style="list-style-type: none"> 20-35% increase by Sep 30, 2016 	G3/MSCs	
2.5 Increase senior leader engagement in the Thailand Washington National Guard State Partnership Program (SPP) in PACOM.	2.5.1 Increase the number and frequency of strategic level engagements with our Thai partners through conferences and visits to Thailand and PACOM HQ.	<ul style="list-style-type: none"> # of senior leader engagements/fiscal year 	<ul style="list-style-type: none"> Minimum of 2 General Officer level engagements each fiscal year 	WAARNG G3	
2.6 Acquire a second SPP relationship in the PACOM AOR.	2.6.1 Work with the National Guard Bureau (NGB) and PACOM J4 to apply for a secondary partnership when the opportunity arises.	<ul style="list-style-type: none"> # of SPP partnerships 	<ul style="list-style-type: none"> 2 SPP partnerships when the opportunity becomes available with potential partnership with Malaysia. 	WAARNG	

Objectives	Strategy	Performance Measure	Target	Lead	
OVERSEAS TRAINING					
Strategic Goal: Focused training, coordination and engagement to expand Washington National Guard presence and opportunities in overseas areas of operation.					
2.7 Strengthen the Washington National Guard (WA NG) role in the Pacific Pathways.	2.7.1 WA NG schedules and commits forces to all nine Pacific Pathway exercises. 2.7.2 WA NG senior representation (E8/O4) minimum rank at each exercise. 2.7.3 Prioritize role and importance of WA NG SPP in accordance with Cobra Gold and Hanuman Guardian exercises.	<ul style="list-style-type: none"> # of WAARNG soldiers participating in named exercises 	<ul style="list-style-type: none"> >= 10 soldiers in each named Pacific Pathways exercise by 4th Qtr FY17 	WAARNG G3	WAARNG
2.8 Sustain the Washington Air National Guard (WAANG) participation in SPP Thailand and increase training with other global partner nations.	2.8.1 Leverage existing relationships with the Royal Thai Air Force (RTAF) to expand military to military and military to civilian relationships and training opportunities by 1 Jan 2017. 2.8.2 Develop resources and investigate avenues to expand ANG involvement in SPP by 1 Jan 2017. 2.8.3 Continue efforts such as the Homeland Response Force (HRF) training (Thailand), PACIFIC ANGEL (Nepal), Pacific Resilience (China), Theater Security Package (TSP), and C2 Interoperability Board (Thailand) by 1 Jan 2017.	<ul style="list-style-type: none"> # of SPP engagements per WG and ADG/year # of Building Partner Capacity (BPC) engagements per WG and ADG/year 	<ul style="list-style-type: none"> >=1 annual SPP annual engagement per WG and ADG by 1 Jan 2017 >= 1 annual Building Partner Capacity engagement by 1 Jan 2017 	WA NG SPP Officer in Charge (OIC) & WG/ADG Commanders (CCs)	WAANG
2.9 Increase partnership with overseas Major Commands (MAJCOM) and Geographic Combatant Commands (GCC).	2.9.1 Continue to engage MAJCOM A3/5/6/8, GCC A5, and tactical units to identify overseas training opportunities by 1 Jan 2017.	<ul style="list-style-type: none"> # of WG and ADG exercises with overseas MAJCOMs and GCCs 	<ul style="list-style-type: none"> >= 1 annual cross-GCC, or cross MAJCOM exercise per Wing/ADG by 1 Jan 2017 	WG/ADG A5	WAANG
2.10 Increase information systems support for the training and readiness of National Guard forces.	2.10.1 Migrate classrooms from training network to operational network. 2.10.2 Update kiosk image and classroom software. 2.10.3 Plan and implement new mobile classroom configuration. 2.10.4 Update equipment and furniture in classrooms and possibly relocate three classrooms.	<ul style="list-style-type: none"> % classrooms migrated to operational network % software updated/year Classroom update by Dec 2016TBD 	<ul style="list-style-type: none"> 100% classroom migrated to operational network by Dec 2016 100% of software updated for classrooms by Dec 2016 	IT Division	IT DIV

Objectives	Strategy	Performance Measure	Target	Lead	
OUTREACH					
Strategic Goal: Engagement with our communities, policy-makers, media and partners to enhance support, resourcing and team-work with the Washington Military Department.					
3.1 Increase utilization of both traditional and social media to keep those we serve informed, and help them prepare before, during and after a domestic emergency.	3.1.1 Proactively push positive news stories and increase value of earned media by Dec. 2016. 3.1.2 Create and host special events for traditional media reporters to increase understanding of our agency and create positive press by Dec 2016. 3.1.3 Increase percentage of followers of our agency social media channels by Dec 2016. 3.1.4 Create short b-roll/infographic videos to post on social media channels by Dec 2016.	<ul style="list-style-type: none"> • # earned media/quarter • # special events for traditional media/year • % social media followers/quarter • # b-roll or infographic videos/quarter 	<ul style="list-style-type: none"> • TBD earned media/quarter • 2 special events for traditional media/year by Dec 2016 • +7.5% social media followers/quarter by Dec 2016 • 2 b-roll or infographic videos/quarter by Dec 2016. 	WMD Communications	COMMUNICATIONS
3.2 Increase community outreach to enhance efforts to more effectively share our priority messaging with a broader audience.	3.2.1 Develop formal community outreach program that more effectively aligns/provides priority messages, tracks where our members are going, and identifies those audiences we could better serve by Jun 30, 2016. 3.2.2 Increase outreach efforts and awareness of the Great WA ShakeOut through more traditional and social media coverage to increase participation over previous year by Oct 2016. 3.2.3 Continue to sustain outreach notices to support the Washington Youth Academy (WYA) with its recruitment and retention goals by Dec 2016.	<ul style="list-style-type: none"> • % of community outreach program developed • # of Great ShakeOut participants/year • # of WYA outreach releases/year 	<ul style="list-style-type: none"> • 100% of community outreach program developed by Jun 30, 2016 • >1M Great ShakeOut participants/year by Oct 2016 • 2 batches of WYA outreach releases/year by Oct 2016 	WMD Communications	
3.3 Increase the Washington Military Department employees understanding of our agency mission and capabilities to help develop strong ambassadors who can help share our story.	3.3.1 Create and distribute the Evergreen Magazine to agency staff by 1 st quarter FY 17. 3.3.2 Create and distribute all staff emails with new web content and upcoming events. 3.3.3 Plan and implement employee town hall events by Dec 2016. 3.3.4 Implement regular calls with Major Subordinate Command (MSC)/WG Public Affairs (PA) staff to enhance coordination and streamline talking points by Jun 2016.	<ul style="list-style-type: none"> • # Evergreen Magazines/quarter • # all staff emails prepared/month • # employee town hall events/quarter • # MSC/WG PA staff calls/month 	<ul style="list-style-type: none"> • 1 Evergreen Magazine published/quarter by 1st quarter FY17 • 1 all staff email /month (Dec 2016) • 1 employee town hall/quarter(Dec 2016) • 1 MSC/WG PA staff calls/month (Jun 2016) 	WMD Communications	

Objectives	Strategy	Performance Measure	Target	Lead	
OUTREACH					
Strategic Goal: Engagement with our communities, policy-makers, media and partners to enhance support, resourcing and team-work with the Washington Military Department.					
3.4 Increase leadership and the State Emergency Operations Center (SEOC) preparedness to deliver critical messaging to all citizens before, during and following a disaster.	3.4.1 Complete message mapping exercises to enhance ability to respond immediately during certain disaster/emergencies by Dec 2016. 3.4.2 Develop and offer social media training to internal staff to improve use of social media to gain situational awareness by Dec 2016. 3.4.3 Develop and maintain trained cadre of state agency PIOs that can support ESF 15 during disaster response and recovery operations by Jun 2016. 3.4.4 Update the Comprehensive Emergency Management Plan (CEMP)/Emergency Operations Plan (EOP) Annex/ESF 15 Section Book to comply with laws, doctrine and SEOC processes by 31 Dec 2016. 3.4.5 Review and revise ESF 15 annex to the State CEMP/SEOC EOP to ensure communication with LEP populations is an essential activity for ESF 15 during disaster response and recovery.	<ul style="list-style-type: none"> # message maps/quarter # social media staff training classes/year # trained, available PIOs/year % Plan/Annex fully updated % ESF Annex updated to include LEP population communications 	<ul style="list-style-type: none"> 1 message map/quarter by Dec 2016 2 social media staff training classes/year by Dec 2016 2 trained available PIOs/year by Dec 2016 100% by 31 Dec 2016 100% LEP Plan communications add to ESF 15 Annex by Dec 2016 	WMD Communications	COMMUNICATIONS
3.5 Increase Washington Military Department legislative outreach, education and tracking to achieve agency policy and fiscal priorities.	3.5.1 Visit at least 75% of the legislative leadership/members annually for the relevant policy, fiscal committees including both parties and both houses. 3.5.2 Conduct Mil Dep 101 education annually for Governor's Office, Legislative Policy and Fiscal staff. 3.5.3 Government Affairs editing of all agency budget decision packages narrative prior to submitting to the Office of Fiscal Management (OFM). 3.5.4 Attend/monitor 100% of focus hearings highlighted in weekly legislative committee meetings for request legislation and bills of interest to discuss legislation with members on the committee. 3.5.5 Prepare legislative fact sheets of 100% of the agency budget and policy priorities. 3.5.6 Respond to all Legislative inquiries received each year.	<ul style="list-style-type: none"> % Legislative members identified visited/year # Mil Dep 101 sessions/year % budget decision packaged edited/year % focus hearings attended-monitored/year % agency budget and policy priorities with leg fact sheets/year 	<ul style="list-style-type: none"> >= 75% identified visited/ by Jun 2017 =1 Mil Dep 101 session by Dec 2016 100% budget decision packages edited/year by Aug 2016 100% focus hearings/year 100% legislative priorities by Dec 2016 	Intergovernmental Affairs & Policy	INTERGOVERNMENTAL AFFAIRS & POLICY
3.6 Increase Washington Military Department unity of effort and outreach to achieve federal Congressional priorities	3.6.1 In-person visits of all Congressional Offices by TAG/ATAGs annually. 3.6.2 In-person visits of all Congressional District offices by Government Affairs team twice each year. 3.6.3 Respond to all Congressional inquiries received each year. 3.6.4 Develop federal priorities document each fiscal year.	<ul style="list-style-type: none"> % federal priorities on document/Year 	<ul style="list-style-type: none"> 100% federal priorities on consolidated document for delegation by Dec 2016 	Intergovernmental Affairs & Policy	INTERGOVERNMENTAL AFFAIRS & POLICY

Objectives	Strategy	Performance Measure	Target	Lead	EMD
MODERNIZATION					
Strategic Goal: Relevant modern changes in missions, organizational structure, equipment and facilities that support the Washington Military Department’s continuing service to our state, nation, and overseas missions.					
4.1 Increase the State Emergency Operation Center capability to provide information to the whole community to effectively relay information regarding any threat or hazard.	4.1.1 Assess the current Alert & Warning Center (AWC) operations by reviewing mission, purpose, plans, information and technology capabilities, stakeholders/customer information needs, and opportunities for improvement using Lean methodology by Dec 31, 2016. 4.1.2 Develop AWC project management plan for modernization by Jun 30, 2017. 4.1.3 Modernize AWC operations processes and update communications technology by Jun 30, 2018. 4.1.4 Provide capacity for reliable notification, alert, warning and resource coordination services for the more than 5,000 incidents annually. 4.1.5 Secure funding for AWC modernization.	<ul style="list-style-type: none">• % assess current AWC opera & opportunities using Lean methodology• % AWC modernization plan developed and Implemented	<ul style="list-style-type: none">• 100% AWC assessment complete by Dec 31, 2016• 100% AWC modernization project plan completed by Jun 20, 2017	Response Section Manager	
4.2 Complete Next Generation 911 (NG911) procurement implementation with all statewide Public Safety Answering Points (PSAPs) connected on time and within budget.	4.2.1 Complete NG911 procurement process and sign contract by the end of State Fiscal Year (SFY) 16 (Jun 30, 2016). 4.2.2 Complete NG911 implementation and testing by the end of 2 nd Qtr SFY-17. 4.2.3 Complete “cut-over” of primary PSAPs to new system by Dec 31, 2017.	<ul style="list-style-type: none">• % ESInet II (Emergency Services Internet Protocol net 2) operational• % primary PSAPs connected to ESInet II	<ul style="list-style-type: none">• 100% ESInet II operational by Jan 1, 2017• 100% Primary PSAPs connected to ESInet II by Dec 31, 2017.	State E911 Coordinator's Office (SECO)	
4.3 Complete the NG 911 modernization of primary PSAPs call processing capability.	4.3.1 Outreach to reinforce NG 911 modernization requirements completion. 4.3.2 Complete NG911 call processing equipment upgrade for Primary PSAPs.	<ul style="list-style-type: none">• % Primary PSAPs with NG911 call processing equipment	<ul style="list-style-type: none">• 100% Primary PSAPs with NG 911 call processing equipment by Jun 30, 2017	State E911 Coordinator's Office (SECO)	
4.4 Complete Geospatial 911 call routing modernization and implementation – SFY 18.	4.4.1 Facilitate the development of Geospatial data standards agreement by all Washington state counties. 4.4.2 Assist statewide counties to assess and convert Geospatial data to achieve the data standards in the statewide agreement. 4.4.3 Schedule and assist the counties to migrate Geospatial call routing from Jan 2017 through Jun 2018.	<ul style="list-style-type: none">• % WA counties with Geospatial data converted	<ul style="list-style-type: none">• 100% WA counties with Geospatial data conversion by Jun 30, 2016	State E911 Coordinator's Office (SECO)	

Objectives	Strategy	Performance Measure	Target	Lead	
MODERNIZATION					
Strategic Goal: Relevant modern changes in missions, organizational structure, equipment and facilities that support the Washington Military Department's continuing service to our state, nation, and overseas missions.					
4.5 Increase the modernization in facilities to maximize longevity, and minimize sustainment costs to support current/future Washington Military Department missions.	4.5.1 Complete programmed minor works project and plan maintenance projects on time and within budget. 4.5.2 Maximize the number of WA NG projects approved for the Future Years Defense Plan (FYDP) by ensuring access to state-owned land and comprehensive TAG narrative submission each year. 4.5.3 Complete the Pierce County Readiness Center construction on time and within budget. 4.5.4 Complete the Tumwater Readiness Center construction on time and within budget. 4.5.5 Complete the Yakima Training Center construction on time and within budget.	<ul style="list-style-type: none"> • % of funding execution • # WA NG projects selected for FYDP/year • % construction completion for Pierce County Readiness Center, Tumwater Readiness Center, and Yakima Barracks 	<ul style="list-style-type: none"> • 100% funding execution • 1 WA NG project Selected for FYDP every five years with JFHQ the next priority • Pierce County Readiness Center construction and occupancy complete by FY17 • Tumwater Readiness Center FY17 = 100% design and FY20 = 100% construction • Yakima Barracks FY17 = 70% construction and FY18=100% occupancy 	CFMO	CFMO
4.6 Increase the modernization of facilities by adding critical generators to Readiness Centers.	4.6.1 Complete generator installment projects programmed in the minor works program for selected facilities and Readiness Centers.	<ul style="list-style-type: none"> • # installed generator projects/total scheduled projects 	<ul style="list-style-type: none"> • 3/biennium 	CFMO	
4.7 Expand the Washington Youth Academy.	4.7.1 Complete comprehensive, documented and affordable requirements with potential options plan for expanding the Washington Youth Academy at the current Bremerton location and a possible Eastern Washington location. 4.7.2 Complete a WYA projects plan and biennial capital budget decision package. 4.7.3 Legislative and communications plan for outreach to community and legislature to encourage support for WYA Expansion	<ul style="list-style-type: none"> • % WYA expansion requirements documented • % WYA expansion project plan completed & briefed to TAG • % outreach plan completed 	<ul style="list-style-type: none"> • 100% expansion requirements documented by Jul 2016 • 100% project plan completed & briefed to TAG by Jul 2016 • 100% outreach plan by Dec 2016 	WYA, CFMO, Finance, PAO/IGP	WYA

Objectives	Strategy	Performance Measure	Target	Lead	
MODERNIZATION					
Strategic Goal: Relevant modern changes in missions, organizational structure, equipment and facilities that support the Washington Military Department's continuing service to our state, nation, and overseas missions.					
4.8 Increase WAARNG readiness for federal and state missions through the conversion of the 81 st Armored Brigade Combat Team (ABCT) into a Stryker Brigade Combat Team (SBCT).	4.8.1 Implement Lines of Effect corresponding to state LOEs to shape/monitor the progress of the brigade conversion process: LOE 1: Manning LOE 2: Equipping LOE 3: Training	<ul style="list-style-type: none"> • LOE 1: % brigade fill/% brigade Duty Military Occupational Specialty Qualified (DMOSQ) • LOE 2: % Line Item Numbers (LINs) On Hand (O/H) • LOE 3: % scheduled New Equipment Training (NET) events completed 	<ul style="list-style-type: none"> • LOE 1: 100% Fill/85% DMOSQ • LOE 2: 90% O/H • LOE 3: 100% NETs • All LOE completion targets are Q2 FY18 	G3/81 st SBCT	WAARNG
4.9 Maintain a theater level aviation command aligned with PACOM/USARPAC to support aviation operations.	4.9.1 Continue the overarching aviation structure with the expertise to mitigate the decision making, safety and standardization during mission execution in overseas and domestic contingencies	<ul style="list-style-type: none"> • % Approved WAARNG extension request for 66th Theater Aviation Command (TAC) by Department of the Army 	<ul style="list-style-type: none"> • 100% 66th TAC extension approval by Sep 2018 or removal of the 66th TAC from the Aviation Readiness Initiative (ARI) cuts or transition of the 66th TAC into a Theater Aviation Brigade 	SSAO/66 th TAC	
4.10 Update the current UH-60 fleet and advocate for new Assault Battalion missions.	4.10.1 Maintain flying hour and budget execution above 95% per FY. 4.10.2 Maintain unit manning and DMOSQ above 90%. 4.10.3 Work within the National Guard Bureau (NGB) to influence fielding decisions on UH-60 modernization and Assault Battalion unit decisions. 4.10.4 Team with California to advocate for a west coast UH-60M battalion set. 4.10.5 Leverage Congressional delegation relationships to gain new aircraft. 4.10.6 Leverage membership in UH-60M Coalition and State Aviation Officer Executive Council equipping committee to gain new aircraft.	<ul style="list-style-type: none"> • % flying hour execution/FY • % budget execution/FY • % of UH-60 modernized 	<ul style="list-style-type: none"> • 100% flying hour and budget execution/FY • 100% UH-60 modernized by FY19 	SSAO/66 th TAC	

Objectives	Strategy	Performance Measure	Target	Lead	
MODERNIZATION					
Strategic Goal: Relevant modern changes in missions, organizational structure, equipment and facilities that support the Washington Military Department's continuing service to our state, nation, and overseas missions.					
4.11 Continue to pursue Air National Guard emerging missions and platforms while maintaining/improving current capabilities.	4.11.1 Continue to pursue KC-46A basing at Fairchild AFB and posture for long-term success in air refueling missions by 1 Jan 2018. 4.11.2 Continue to incrementally develop the 225 ADG (WADS) mission system and ancillary equipment via 1 st Air Force (1AF) and NGB/A3 by 1 Jan 18. 4.11.3 Pursue robust Cyber Protection Team capability while preserving integrity of force and militia construct by 1 Jan 18. 4.11.4 Explore a potential schoolhouse authorization/appropriation for the WAANG to train National Guard, Joint and civilian cybersecurity partners by 1 Jan 2018.	<ul style="list-style-type: none"> # of in-depth mission analyses/year 	<ul style="list-style-type: none"> >=1 annual analysis of current mission set, opportunities for expansion of current mission and potential mission system upgrades/replacement by 1 Oct 2016 	WG/ADG/CCs	WAANG
4.12 Increase more efficient facility use through establishment of integrated WMD facility utilization and maintenance board.	4.12.1 Maximize occupancy of WMD facilities through the establishment of the facility utilization and maintenance board by Oct 2016. 4.12.2 Stakeholders from WAARNG, WAANG, EMD, WYA and JFHQ (not limited to) meet at least annually and ensure facilities are in use and allocated properly.	<ul style="list-style-type: none"> % utilization of real property/total WMD real property # joint facility master plans annually reviewed & approved 	<ul style="list-style-type: none"> 90% utilization of all WMD real property by Oct 2016 1 joint facility master plan reviewed annually by board and approved by TAG 1 Oct 16 	WG/ADG CCs & HQ/DS	
4.13 Continue transfer of WAANG mission driven federally controlled real property to National Guard control.	4.13.1 Continue to pursue transfer of relevant and mission-driven real property from federal to NGB ownership. 4.13.2 Examine other real property within WMD that may qualify for transfer or co-utilization.	<ul style="list-style-type: none"> # WMD utilized real property owned by external agencies 	<ul style="list-style-type: none"> 0 WMD utilized real property "owned" by external agencies with the exception of associated units (e.g., 141 Air Refueling Wing (ARW) & 92 ARW) by Oct 2016. 	WG/ADG CCs & HQ/DS	

Objectives	Strategy	Performance Measure	Target	Lead	
EFFICIENCY & EFFECTIVENESS					
Strategic Goal: Fostering a Lean culture that drives accountability and results within the Washington Military Department.					
5.1 Recruit and retain an effective federal Full-Time (FT) workforce.	5.1.1 Identify opportunities for providing employee promotional opportunities by use of the employee satisfaction survey. 5.1.2 Recruit and retain highly qualified employees and transition to Title 5 employees. 5.1.3 Reduce the technician vacancy # of days for each announcement. 5.1.4 Identify FT recruiting and retention communication gaps. 5.1.5 Implement the USAJOBS hiring module. 5.1.6 Implement the Defense Civilian Personnel Data System (DCPDS) electronic routing.	<ul style="list-style-type: none"> % retention Full-Time (FT) force 	<ul style="list-style-type: none"> <5% FT Turnover Rate by FY17 	Federal HRO	FEDERAL - HRO
5.2 Re-Balance the Federal Full-Time Manning (FTM) workforce.	5.2.1 Design a process to educate Senior Leaders on how NGB sees our FTM workforce. 5.2.2 Monitor and provide recommendations on where FTM resources should be allocated to. 5.2.3 Educate leaders on FTM voucher and Air Force Manpower Resource Voucher to explain the relationship to force structure.	<ul style="list-style-type: none"> % Program Budget Advisory Committee (PBAC) execution rate % FTM execution rate 	<ul style="list-style-type: none"> 100% manning PBAC executed by Aug 2016 >95% FTM execution Annual voucher updates to leadership by FY 17 	Federal HRO	
5.3 Maintain a positive federal organizational Equal Opportunity (EO) climate.	5.3.1 Maintain a roster of trained Equal Opportunity Advisor (EOA) and Equal Opportunity Leaders (EOL) in our formations. 5.3.2 Provide quarterly training opportunities for EOA/EOLs. 5.3.3 Eliminate EOA/EOL staffing gaps by projecting and communicating staffing needs with units and leaders so they can request and send members to required training. 5.3.4 Facilitate internal EO communication to ensure completes are handled within timelines required by current law, rules and regulation.	<ul style="list-style-type: none"> % EOA Trained/MSC or WG % EOL Trained/Bn, SQDN, Group, Co, BTRY or Troop % command climate surveys completed <120 Days from change of command 	<ul style="list-style-type: none"> 1 EOA/MSC or WG by FY18 1 EOL/Bn, SQDN, Group, Co, BTRY or Troop by FY18 0 discrimination complaints by FY18 100% command climate surveys within target by FY18. 	Federal HRO	
5.4 Increase the diversity of the Washington National Guard workforce.	5.4.1 Increase the number of bilingual recruiters that will support recruiting initiatives. 5.4.2 Establish annual recurring meeting dates and calendar for the diversity council and publish calendar in advance. 5.4.3 Establish a working group for the annual Diversity Day Fair by May 2016.	<ul style="list-style-type: none"> # of bilingual recruiters # Diversity Council meetings/quarters 	<ul style="list-style-type: none"> 3 bilingual Recruiters by Sep 2018 1 Diversity Council Meeting/quarter Establish a Diversity Day Fair work group by May 2016 	Federal HRO	

Objectives	Strategy	Performance Measure	Target	Lead	
EFFICIENCY & EFFECTIVENESS					
Strategic Goal: Fostering a Lean culture that drives accountability and results within the Washington Military Department.					
5.5 Reduce employee turnover to >= 10%.	5.5.1 Identify promotional opportunities for employees to increase their career mobility. 5.5.2 Review results from employee satisfaction and separation surveys to determine areas for improvement and why employees are leaving. 5.5.3 Track probationary and trial service expectations and evaluations. 5.5.4 Ensure there is effective onboarding of all new agency employees. 5.5.5 Track employee annual expectations and evaluations. 5.5.6 Track the number of employees utilizing telework, flexible and compressed workweek schedules	<ul style="list-style-type: none"> % annual turnover # of in-training developmental opportunities % probationary/trial service evaluations completed on-time % of new employee onboarding checklists completed on-time. % of employees with a telework agreement % of employees with flexible work hours, % of employees working compressed workweek schedules 	<ul style="list-style-type: none"> <=10% by May 2017 (2) in-training plans by Jan 2017 100% evaluations on-time by May 2017 100% onboarding checklists on-time by May 2017 Maintain compliance with EO14: 5-9% Telework >40% Compressed >29% Flexible work hours 	HRO/EMT	HR-SAFETY-RISK MANAGEMENT
5.6 Maintain a timely recruitment of vacancies.	5.6.1 Reduce the time it takes to fill vacancies by conducting a Lean project on the interview/reference check portion of the hiring process. 5.6.2 Reduce the number of days a funded position remains unfilled. 5.6.3 Improve internal communication with agency executive staff on vacancies/recruiting.	<ul style="list-style-type: none"> % fill (FTEs) # of days funded position remains vacant % on time – vacancy reports 	<ul style="list-style-type: none"> >95% fill of funded positions 75% vacant positions filled <60 days 100% on-time vacancy reports by Aug 2016 	HRO/EMT	
5.7 Maintain a positive state employee organizational EO climate.	5.7.1 Offer opportunities for diversity training. 5.7.2 Track mandatory training status. 5.7.3 Facilitate internal communication to ensure complaints are handled by timelines set forth in current law, rules and regulation. 5.7.4 Include diversity question on annual employee climate surveys.	<ul style="list-style-type: none"> % state employees, supervisors, managers training in diversity & inclusion # unresolved Equal Employment Opportunity Commission (EEOC) complaints 	<ul style="list-style-type: none"> 75% supervisors, managers and 50% state employees by Dec 2016 & 100% all by Jul 2017 0 unresolved EEOC complaints by Mar 2017 	HRO/EMT	

Objectives	Strategy	Performance Measure	Target	Lead	
EFFICIENCY & EFFECTIVENESS					
Strategic Goal: Fostering a Lean culture that drives accountability and results within the Washington Military Department.					
5.8 Increase the diversity of the state employee workforce.	5.8.1 Establish recurring meeting dates for the Diversity Council. 5.8.2 Conduct the Annual Diversity Day Fair.	<ul style="list-style-type: none"> # of council meetings/year # of diversity fairs/year 	<ul style="list-style-type: none"> 4/year by Sep 2016 1/year by Sep 2016 	HRO/EMT	HR-SAFETY-RISK MANAGEMENT
5.9 Increase leadership development opportunities for the state employee workforce.	5.9.1 Quarterly training opportunities for state employees. 5.9.2 Inclusion of leadership competencies in supervisor and manager Performance and Development Plans	<ul style="list-style-type: none"> # of leadership training events/quarter % supervisor/manager PDPs with identified supervisor competencies 	<ul style="list-style-type: none"> 1/quarter 70% PDPs with identified competencies by Jun 2016, 90% by Sep 2016 & 100% by Jan 2017 	HRO/EMT	
5.10 Strengthen the agency risk management program.	5.10.1 Establish membership and charter for the Risk Management Council 5.10.2 Create an agency risk register. 5.10.3 Train agency leaders in Enterprise Risk Management (ERM)	<ul style="list-style-type: none"> % of leaders trained in ERM 	<ul style="list-style-type: none"> Signed risk management council charter by April 2017 Publish risk register by April 2017 100% leaders trained in ERM by May 2017 	HRO/EMT	
5.11 Strengthen and improve the agency safety program	5.11.1 Increase the utilization of the Employee Return to Work program. 5.12.1 Train maintenance and trades staff in statute/law required programs.	<ul style="list-style-type: none"> % of loss time accidents % of maintenance & trades staff trained in statute/law required programs 	<ul style="list-style-type: none"> Reduce the percentage of loss time accidents in 2016/2017 by 50% 100% maintenance & trades staff trained in statute/law required programs by May 2017 	HRO/EMT	

Objectives	Strategy	Performance Measure	Target	Lead	
EFFICIENCY & EFFECTIVENESS					
Strategic Goal: Fostering a Lean culture that drives accountability and results within the Washington Military Department.					
5.12 Increase the efficiency and effectiveness of managing information technology resources.	5.12.1 Train all IT personnel on basic project management principles. 5.12.2 Apply formal project management to all major IT projects. 5.12.3 Conduct an IT equipment inventory audit statewide for the agency. 5.12.4 Conduct an audit of IT paper and electronic licensing files to identify current inventory and gaps and consolidate licensing. 5.12.5 Centralize oversight of federal and state budget expenditures for one IT Division spending plan. 5.12.6 Consolidate IT maintenance contracts and work toward a central process to synchronize maintenance support, contract lifecycle, validate coverage and identify gaps to more effectively support agency resources.	<ul style="list-style-type: none"> • # IT staff trained on basic project management • % IT projects formally managed • % equipment audit completed • % licensing audit • % implemented consolidated licensing process • % consolidated IT budget oversight • % consolidated maintenance support/contracts process 	<ul style="list-style-type: none"> • 21 staff by Oct 2016 • 100% major IT projects formally managed by Dec 2016 • 100% DL and telco audits by Oct 2016 • 100% operations audit by Dec 2017 • 100% licensing audit by Oct 2016 • 100% consolidated licensing & maintenance process by Dec 2016 	IT Div	IT DIV
5.13 Continuous modernization to ensure optimum information technology services.	5.13.1 Migrate and/or update critical communication services (e.g., Emergency Management Radio Systems Comprehensive Emergency Management Network (CEMNET), Private Branch Exchange (PBX), WebEOC, etc.) to a reliable and accessible platform. 5.13.2 Identify and implement a joint accessible State Active Duty (SAD) processing and payment system. 5.13.3 Develop a Privacy Program to include an open data policy per state information technology requirements. 5.13.4 Establish and implement state information technology approved designs for identifying storing, sharing, and backing-up data in all data classification levels. 5.13.5 Work with high user areas of Category 3 and 4 data to create data storage, sharing, and back-up processes/systems to meet business and security requirements. 5.13.6 Implement a new agency IT security policy and redundant vulnerability scanning capabilities to further secure IT systems. 5.13.7 Provide technical support and solutions for EMD modernization efforts for the Alert & Warning Center (AWC). 5.13.8 Provide optimal IT systems support for the WYA by implementing a data privacy program to protect data at rest. 5.13.9 Update and maintain computers for the WYA cadet use while securing from improper use or damage	<ul style="list-style-type: none"> • # of services migrated/year • % (SAD) system project completed • % of privacy program compliance • % of department data classification • % of Category 3 and 4 data storage within state guidelines • % of IT security vulnerability policy scanning system • % AWC modernization plan developed and implemented • % of data secure system implemented • % computers updated within lifecycle 	<ul style="list-style-type: none"> • 2 services /year • 100% SAD project complete by Dec 2017 • 90% of privacy program compliance complete by Jun 2017 • 100% data classification complete by Jun 2017 • 90% of Category 3 and 4 data stored compliance by Jun 2017 • 90% of IT vulnerability policy by Jun 2017 • 100% plan developed by Jun 2017 • 100% data secure by Jun 2017 • 100% computers updated within lifecycle 	IT Div	

Objectives	Strategy	Performance Measure	Target	Lead	
EFFICIENCY & EFFECTIVENESS					
Strategic Goal: Fostering a Lean culture that drives accountability and results within the Washington Military Department.					
5.14 Decrease the number of days it takes to reimburse employees travel costs.	<u>Accounting</u> 5.14.1 Accounts payable will make travel reimbursement a "First Priority" using LEAN tools to streamline and find efficiencies that reduce the time it takes to reimburse employees for travel. 5. 14.2 Increase staffing resources for travel reimbursement transactions during peak OFM deadlines.	<ul style="list-style-type: none"> # days required to reimburse employees for travel costs 	<ul style="list-style-type: none"> 1-day decrease per year by Jun 2017 	CFO/Finance Division	STATE FINANCE
5.15 Increase management budget review through training, reports and meetings.	<u>Budget</u> 5.15.1 Develop budget reports that meet customer needs by Sep 2016. 5.15.2 Develop executive management reports by Jun 2016. 5.15.3 Develop program management reports by Jan 2017. 5.15.4 Conduct quarterly budget review meetings. 5.15.5 Schedule budget training quarterly for staff.	<ul style="list-style-type: none"> % timely & accurate budget reports to units/year % completion quarterly management reviews/reports % quarters w/training 	<ul style="list-style-type: none"> 100% timely & accurate by Sep 2016 100% management reviews/reports by Jan 2017 100% quarters Sep 2016. 	CFO/Finance Division	
5.16 Increase the timely delivery to customers and execution of agency contracts.	<u>Contracts</u> 5.16.1 Develop and improve the Contract Management System by Dec 2016. 5.16.2 Streamline document approval checklist by Jun 2016. 5.16.3 Complete the contracts/grants Lean project.	<ul style="list-style-type: none"> % contracts to customers within 10 days % contracts fully executed within 30 days 	<ul style="list-style-type: none"> 100% contracts to customers within 10 days Jun 2016 100% contracts fully executed within 30 days Jun 2016 	CFO/Finance	
5.17 Increase the timeliness and accuracy of SAD payroll to soldiers and airmen.	5.17.1 State payroll onto the federal SAD System Annual Review completed by Mar 2016. 5.17.2 Quarterly review meetings conducted to assess program success by Mar 2016. 5.17.3 Semi-annual SAD training and orientation provided for new employees, soldiers and airmen working on SAD. 5.17.4 Develop a quarterly process to track SAD payroll errors for faster correction by Jun 2016. 5.17.5 Conduct a Lean team staffed by both federal and state employees to review SAD payroll processes by Jun 2016.	<ul style="list-style-type: none"> % SAD payroll transactions timely/year % SAD payroll transactions error free/year 	<ul style="list-style-type: none"> 90% SAD payroll transactions timely/year Jun 2016 90% SAD payroll transactions error free/year 	CFO Finance & J-1 Federal HRO	

Objectives	Strategy	Performance Measure	Target	Lead	
EFFICIENCY & EFFECTIVENESS					
Strategic Goal: Fostering a Lean culture that drives accountability and results within the Washington Military Department.					
5.18 Increase to 100% accountability of all resources to include funds, equipment and workdays	5.18.1 WG/ADG will provide a monthly fund/workday status report to the WAANG HQ Director of Staff. 5.18.2 Commanders submit requests to include high risk areas to United States Property and Fiscal Office (USPFO) or Air Force Audit Agency (AFAA) for audit consideration with emphasis placed on areas flagged in unit Statements of Assurance. 5.18.3 Reports of survey will be initiated and completed within regulatory time requirements with violations reported by Memorandum for Record (MFR) for ATAG review.	<ul style="list-style-type: none"> % of accountability of resources/total resources 	<ul style="list-style-type: none"> 100% accountability in accordance with regulatory guidance by Feb 2016 	WAANG	WAANG
5.19 Improve Government Travel Card (GTC) management	5.19.1 Commanders hold travelers accountable to file vouchers and make Government Travel Card (GTC) payments in a timely manner via counseling and disciplinary action. 5.19.2 Enhance Defense Travel System (DTS) filing of vouchers to ensure timely and accurate payment to GTC holders. 5.19.3 Develop GTC working group comprised of key representatives to engage delinquencies monthly. (ARNG Only) 5.19.4 Limit the number of GTC's that are turned-on and strengthen policy for full-time force allowed to keep on indefinitely. (ARNG Only)	<ul style="list-style-type: none"> Monthly delinquency rate % # of GTC's turned on indefinitely (ARNG Only) 	<ul style="list-style-type: none"> <1.5% delinquency rate by FY18 <2% of GTC's permanently on 	WAARNG, USPFO	WAANG & WAARNG - USPFO
5.20 Improve Budget Execution Rates	5.20.1 Hold program managers accountable to execute within +/- 5% of obligation plan. Require explanation of any deviation. 5.20.2 Provide growback analysis to program manager's quarterly to identify causes of under execution. 5.20.3. Tax under execution via Program Budget Advisory Committee (PBAC) and realignment of funds. 5.20.4 Full participation of all Program Manager (PM)/Program Directors (PD) at the quarterly PBAC.	<ul style="list-style-type: none"> % growback (ARNG Only) % of obligation plans execution (ARNG Only) % of PM/PDs attending PBAC (ARNG Only) 	<ul style="list-style-type: none"> <1% growback by end of each FY (99% execution rate) <5% OB plan execution quarterly 100% PBAC participation by PM/PDs by quarter 	WAARNG, USPFO	WAARNG-USPFO

Objectives	Strategy	Performance Measure	Target	Lead	
EFFICIENCY & EFFECTIVENESS					
Strategic Goal: Fostering a Lean culture that drives accountability and results within the Washington Military Department.					
5.21 Reduce excess federal property	5.21.1 Track excess % by dollar value per NGB guidance bimonthly. 5.21.2. Hold quarterly Unit Equipment Reuse Working Groups (UERWG) with Major Subordinate Command (MSC) Property Book Officers (PBOs) to determine excess equipment distribution plan. 5.21.3 Set and publish monthly excess accomplishments and new objectives by priority listing. 5.21.4 Provide commands with detailed excess tracking metrics 5.21.5 Support state transformation through equipment distribution, fielding new equipment and subject matter guidance. 5.21.6 Ship Armored Brigade Combat Team (ABCT) track vehicles.	<ul style="list-style-type: none"> % of excess by dollar value < 0.5% Green >.5 - 2% Amber > 2% Red 	<ul style="list-style-type: none"> Tracks shipped by 30 Sept 16 Reduce excess to 10% of total dollar value by 31 Dec 2016 NGB goal <0.5% of total dollar value by FY 2018 	WAARNG, USPFO	WAARNG - USPFO
5.22 Sustain zero material weaknesses in WAARNG internal controls.	5.22.1 Continued Assessable Unit Managers (AUM) awareness and Internal Controls Evaluation Plan (ICEP) checklist items and audit readiness.	<ul style="list-style-type: none"> # material weaknesses/reporting period 	<ul style="list-style-type: none"> 0 material weaknesses/reporting period by Mar 2017 	WAARNG Chief of Staff	WARNG
5.23 Increase the agency Lean culture through multi-level Lean training and use of daily Lean "huddles."	5.23.1 Require supervisors to ensure all staff, soldiers, airmen, managers and officers are Lean trained. 5.23.2 Require one Green Belt trained per section/unit level and one Black Belt per major division and command (e.g., WG/ADG/BDE). 5.23.3 Aggressively market Lean class availability and make training available at all locations. 5.23.4 Maintain data on staff/leader Lean training accomplished. 5.23.5 Include Lean training in supervisor personnel training files. 5.23.6 Report on Lean training, Green Belt status at TAG update meetings. 5.23.7 Require section level daily "huddles."	<ul style="list-style-type: none"> % Lean trained staff, managers, soldiers, airmen, and officers # Sections with Green Belts (GBs) 	<ul style="list-style-type: none"> 10%-20% increase Lean trained/year by Dec 2016 1 Green Belt/Section by Dec 2017 	CPI, WMD Divisions	CPI-LEAN

Objectives	Strategy	Performance Measure	Target	Lead	
YOUTH DEVELOPMENT & EDUCATION					
Strategic Goal: “Dream – Believe - Achieve” – Grow the Washington state NG youth challenge program to provide greater statewide capacity for at-risk youth intervention and education credit recovery assistance to produce program graduates who have the values, skills, education and self-discipline necessary to succeed as an adult.					
6.1 Increase and sustain the retention percentage of Washington Youth Academy (WYA) cadets.	6.1.1 Recruit 350 total application cadets to start each class cycle. 6.1.2 Conduct application screening panels represented by all youth development WYA departments. 6.1.3 Invite 200 youth applicants/class to mandatory orientations and assess motivational, academic, behavioral, mental, and physical health suitability for the WYA mission. 6.1.4 Register between 155-165 youth candidates for each class cycle. 6.1.5 Update youth oriented drop request, termination, and disciplinary procedures to enhance structure and retention capabilities. 6.1.6 Train and empower staff with tools for strengthening relationships and rapport with cadets.	<ul style="list-style-type: none"> % cadets registered that graduate/class 	<ul style="list-style-type: none"> Achieve and maintain 85% retention average for WYA classes #16-1 & 16-2 by Jun 2016 and Dec 2016 	WYA	WYA
6.2 Enhance the transitional skills curriculum, delivery and experience for WYA cadets to maximize their capability to successfully transition to post residential life.	6.2.1 Identify gaps in core “transitional skills” for youth transition between WYA residential and posit-residential life. 6.2.2 Select a minimum of five areas for transition skills training/curriculum enhancement by Oct 2016. 6.2.3 Identify a “curriculum map” to determine WYA department overlap areas for enhancement (e.g., study skills, notetaking, scheduling/time management, etc.) 6.2.4 Test cadets for “transitional skills” specifically identified as gaps. 6.2.5 Develop and update curriculum focusing on the five areas for transition skills, and train staff on content and delivery.	<ul style="list-style-type: none"> % transition skills comprehension/cadet tested % WYA graduates with test score increases/total graduates % graduates that demonstrate “Go Mastery” skill areas 	<ul style="list-style-type: none"> 100% WYA graduates with 80% test score by Jun 2017 80% WYA cadets with comprehension and “Go Mastery” by Jun 2017. Publish cadet transition skills by Oct 2017 Publish delivery plan by Jan 2017 	WYA	
6.3 Sustain a 12 th month placement rate exceeding the national Challenge program average and “Excellent” rate on ChalleNGe Operations and Resource Evaluations (CORE).	6.3.1 Provide each cadet sufficient opportunity (>=8) Cadet Achievement Plan (CAP) class sessions during residence to explore, research and develop placement ideas. 6.3.2 Develop placement resources website for cadets and graduates to research community based career placement assistance and educational resources. 6.3.3 Ask mentors during “Mentor Days” to work with cadets to help provide strategies to meet placement goals. 6.3.4 Match advocates working with mentors and graduates to impact placement rate to exceed six and 12 th month post residential placement goals.	<ul style="list-style-type: none"> Placement rate % = # placed WYA graduates/# total graduates) Placed = verified productivity in school, employment, military or volunteerism, or combination for at least 30 hours/week. 	<ul style="list-style-type: none"> >= 71th 12th month post-residential life placement for WYA graduates beginning with class #15-1 (12th month is Jun 2016) 	WYA	





WASHINGTON MILITARY DEPARTMENT

~ SAFEGUARDING LIVES AND PROPERTY IN WASHINGTON STATE ~

WASHINGTON NATIONAL GUARD

EMERGENCY MANAGEMENT

WASHINGTON YOUTH ACADEMY

WASHINGTON STATE GUARD